

Question 3 from August 3, 2005, letter:

Please describe what steps the Administration is considering to ensure the necessary funding, leadership, and oversight for the implementation of the proposed Working for America Act during the next three years and then after the Bush Administration has left office.

WFAA IMPLEMENTATION PLAN

The strategic compensation system to be established under WFAA includes three key elements: (1) a core classification system, (2) a core market-based pay system, and (3) a performance appraisal and performance-based pay system. The first two elements would be designed and managed by OPM for general applicability to all covered Federal agencies and employees. The third key element, however, would be managed and applied by each Federal agency based on Governmentwide policies established by OPM.

The following tables show the key steps contemplated by the Administration to establish and maintain the WFAA strategic compensation system through the development of “Governmentwide Policies and Guidance” and by providing “Agency-by-Agency Implementation Support”. Each of the various steps also indicates *who* is responsible, *when* the work must be done, and whether the step entails *leadership* and/or *oversight*, as follows: Leadership implies the OPM role in leading the effort or setting the standard; Oversight implies OPM responsibility to monitor results.

	WHO		WHEN		WHAT	
	OPM	Agency	Start-up	On-going	Leadership	Oversight
Governmentwide Policies and Guidance						
<i>Core Classification and Market-Based Pay System</i>						
• The core classification and market-based pay system would be developed and administered centrally by OPM in consultation with OMB and the Federal Pay Council	X		X	X	X	X
• OPM establishes, maintains, and refines the “Governmentwide” core classification and market-based pay system	X		X	X	X	X
• After consultation with the Federal Pay Council, OPM and OMB determine minimum and maximum rate range adjustments, local market supplement adjustments, and any amounts needed to supplement annual performance pay increases	X			X	X	
<i>Performance Appraisal and Performance-Based Pay System</i>						
• In consultation with CHCO Council and appropriate stakeholders, OPM develops Governmentwide regulations and/or appropriate guidance to implement new performance appraisal systems	X		X		X	
• OPM develops a performance management training model and templates for implementation, communication and training	X		X		X	
• OPM develops strong metrics for agencies to use in their accountability systems and for OPM use in monitoring agency results	X		X	X	X	X
• For 5 years after WFAA enactment, OPM would determine amounts authorized for performance pay increases	X		X			
• After first 5 years, each agency would determine the amount authorized for performance pay increases, subject to any minimum OPM establishes	X	X	X			

	WHO		WHEN		WHAT	
	OPM	Agency	Start-up	On-going	Leadership	Oversight
Agency-by-Agency Implementation Support						
<i>Preparing the Way.</i>						
• OPM helps agencies implement or improve their results-oriented performance cultures based on OPM criteria (ongoing since 2003)	X	X	X		X	
• OPM helps agencies assess their existing performance management systems and making improvements in performance culture	X	X	X		X	
• OPM provides coordination and oversight of agency usage of human resources management flexibilities	X			X	X	X
• OPM applies the pre-approval and oversight to agency performance appraisal systems	X			X	X	X
• OPM provides technical assistance on deploying human capital metrics	X			X	X	X
<i>Creating a Foundation for Change Management.</i>						
• Agency executives and OPM meet to determine implementation, training and communication strategies	X		X		X	
<i>Developing an Infrastructure for Agency Readiness.</i>						
• Agency executives work with OPM to determine expectations and readiness criteria	X	X	X		X	
<i>Supporting Agency Implementation</i>						
• OPM supports agency in planning and implementing with technical assistance, guidance, tools, and templates	X			X	X	
• OPM exercises its basic oversight and compliance authorities under 5 U.S.C. 1104 and Executive Order 13197, including ensuring agency performance adjustment plans are fully compliant	X			X		X
OPM Certification						
• OPM develops rigorous certification criteria for performance adjustment plans	X		X		X	
• Agencies publish proposed performance adjustment plans in a <i>Federal Register</i> notice with a 30-day comment period, and meet and confer with labor organizations	X	X	X		X	X
• OPM certifies performance adjustment plans before implementation	X		X			X